

City of New York
Minority and Women-Owned
Business Enterprise Program

Fiscal Year 2010 Compliance Information

(July 1, 2009 – June 30, 2010)

Pursuant to New York City Administrative Code § 6-129 (l)(1)

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Introduction

Ensuring New York City's minority and women-owned businesses have greater access to opportunity continues to be a priority for Mayor Michael R. Bloomberg and the New York City Department of Small Business Services ("SBS"). In Fiscal Year 2010, City agencies continued making progress toward meeting the prime and subcontracting goals of Local Law 129 of 2005 ("LL 129"). Over the course of its now four-year history, the City's Minority and Women-Owned Business Enterprises (M/WBE) goals program has generated *almost two billion dollars* in procurement business for certified M/WBEs. From FY 2009 to FY 2010, overall procurement awards to certified M/WBEs increased by almost 47%, with a total of \$714 million worth of City contracts and subcontracts awarded in FY 2010.

This report together with the Agency Procurement Indicators Fiscal Year 2010 ("API"), published by the Mayor's Office of Contract Services (MOCS), provides the information and data required by Local Law 129 for Fiscal Year 2010 (July 1, 2009-June 30, 2010). The report is jointly submitted to Speaker Christine C. Quinn of the City Council by the Director of Mayor's Office of Contract Services, as City Chief Procurement Officer, and by the Commissioner of the Department of Small Business Services (SBS). The API report contains prime contractor utilization figures for City certified M/WBEs in the procurement, industry, gender and ethnicity categories defined by LL129 and comprehensive utilization figures for City-certified subcontractors disaggregated by categories defined by the law.

The M/WBE Program

In 2005, Mayor Michael R. Bloomberg signed LL129 to reaffirm the City's commitment to provide greater incentives for eligible companies to certify and for City agencies to increase utilization of M/WBE vendors. SBS has worked aggressively to develop the City's M/WBE program through wide-ranging initiatives that provide multiple services to certified companies, purchasing agencies, and prime contractors. In the program's fourth year, the City continued to expand opportunities for M/WBEs. Agencies are evaluated on progress they have made towards meeting goals as well as on the initiatives they have taken to comply with the requirements of LL 129. This report, along with the API demonstrates that in FY 2010 the City and its agencies made substantial progress towards achieving citywide goals established by the law.

During the early stages of program implementation, SBS developed a blueprint to deliver a successful M/WBE program. The program is designed around five core objectives:

- Reaching out to eligible companies
- Simplifying and facilitating certification
- Fostering business growth
- Equipping buyers to find certified companies
- Holding agencies accountable

SBS continues to build upon these objectives by improving customer service to businesses, adopting new policies and developing new initiatives that promote competition.

Reaching out to eligible companies

SBS certified 636 new M/WBEs in FY 2010, a record number for a single year, and recertified 99 M/WBEs, bringing the number of City-certified companies to 2,791, an increase of 27% from FY 2009. Various community partners, including those funded by City Council, have helped extend the reach of SBS' certification and outreach

efforts. These organizations support the growth of M/WBEs throughout the five boroughs with marketing workshops, networking events, and assistance in certification application preparation and business development. SBS also collaborated with local development corporations, trade associations, industry membership organizations and local chambers of commerce on 100 events in FY 2010 to spread the word about the benefits of certification and identify companies interested in and eligible for certification.

Additionally, SBS encourages City agencies to reach out to eligible companies as part of their overall action plan to increase M/WBE utilization and address their specific agency purchasing goals. Throughout FY 2010, City agencies hosted various events that targeted prospective M/WBEs, these events include:

- **Fifth Annual M/WBE Tradeshow and Networking Event** hosted by the Department of Design and Construction (DDC);
- **One-on-One Business Contracting Conference** hosted by the Department of Sanitation (DSNY), in conjunction with the U.S. Department of Commerce's Minority Business Development Agency (MBDA);
- **Calling All Consultants:** a certification outreach and networking event with SBS and the Departments of Youth and Community Development (DYCD), Health and Mental Hygiene (DOHMH), Children's Services (ACS), and Parks & Recreation (DPR); and
- **NYC Law Department M/WBE Reception:** representatives of the Law Department and other City agencies briefed minority and women owned law firms about the types of contracting opportunities for law firms and how law firms represent the City of New York.

Simplifying and facilitating certification

SBS has worked hard to simplify certification without compromising standards. Since the program's implementation, SBS has streamlined the application, increased the certification period and expedited the application process for companies that are already certified with other regional certification entities.

Businesses can now start their M/WBE certification application online and track the status of their application using the NYC Business Express website (available at <http://nyc.gov/BusinessExpress>). NYC Business Express provides all the license, permit, tax and incentive information needed to run a business in New York City.

For companies that need assistance with their applications, SBS leverages the resources of the seven NYC Business Solution Centers and the SBS network of the City Council funded M/WBE Leadership Association to provide technical support to companies entering the City certification process. This approach extends the City's outreach efforts, ensures a higher level of quality in application, and makes the submission and the certification review process easier and simpler.

Fostering business growth

SBS provides technical assistance and training to certified companies, both those new to government procurement and those looking to expand their business with the City. This includes guidance on bid and proposal preparation, workshops and classes taught by industry experts, and business development programs. These are all valuable services that teach M/WBEs the path to success in City contracting.

Since most City contracting opportunities occur at the "small purchase" level, i.e., under \$100,000, and such opportunities are not extensively advertised, it is critical that vendors display accurate information in the City's purchasing systems in order to receive appropriate solicitations. Certified M/WBEs have the added benefit of a public profile on the SBS Online Directory of Certified Businesses, which must also be maintained and kept current. In FY 2010, SBS helped 252 companies update their contact information and 185 companies update their

commodity codes. SBS also helped M/WBEs find the right opportunities by sending out over 762 solicitations to appropriate vendors and providing 206 sessions to help firms identify the best agencies to target for their products and services.

In FY 2010, more than 375 companies attended SBS' regularly scheduled workshops, *Selling to Government*, and *I'm Certified, Now What?* The first is a monthly workshop open to the public. The second is offered quarterly and exclusively to newly certified firms. Agency buyers participate in this workshop, which is followed by sector-specific breakout sessions. The SBS *Fundamentals of Construction Management* attracted 100 participants. This seven-course continuing education program, offered in partnership with CUNY's New York City College of Technology, gives firms the tools they need to better manage City construction projects. In addition, more than 40 certified M/WBEs took advantage of *Breaking New Ground*, SBS' free one-on-one technical assistance service that provides guidance on responding to City contract solicitations, better managing projects, and bid/proposal analysis.

As the pool of certified companies grows, SBS is working to scale various services to reach a broader audience by better leveraging partnerships. One such partnership is Columbia University/SBS Construction Mentorship Certificate Program for City-certified minority and women-owned construction companies. The program provides academic training, technical assistance, and support, so firms can competitively bid on projects with Columbia, the City, and beyond. First launched in January 2008, 40 firms have participated in the first two classes of the mentorship program. These firms have had an opportunity to bid on Columbia University construction projects, and as of June 2010, participants have received more than \$22 million in awards from the City and Columbia. SBS and Columbia launched the third class of 22 firms in September of 2010.

SBS recognizes that small business owners who have achieved some level of success face unique hurdles to additional growth. In June 2010, with support from the City Council, SBS launched *Strategic Steps for Growth*, a nine-month executive management education program with an award-winning curriculum. Launched at the Berkley Center for Entrepreneurship & Innovation at New York University's Stern School of Business, the curriculum was designed to address the needs of business owners in underserved marketplaces. The goals of the program are to help firms increase sales, expand the workforce and access capital and contracts. Among our pilot cohort of 15 business owners, one firm secured a \$4.2 million contract to renovate Coney Island Hospital's emergency room. SBS has helped find M/WBE subcontractors for the job. Two firms requiring capital to operate received \$425,000 in loans from Seedco.

Additionally, SBS has worked with the City Council to expand the objectives for the M/WBE Leadership Association. In FY 2010, organizations in the Leadership Association sponsored over 150 events and provided nearly 1,500 capacity-building and technical assistance sessions, including helping firms apply for loans and surety bonds, assistance with preparing bids and proposals, and guidance on marketing to both the public and private sector.

While the primary goal of the M/WBE program is to connect certified firms with procurement opportunities, SBS recognizes that not all certified M/WBEs will win a City contract. Some companies may not be ready to successfully compete in a low-bid process, others may not ultimately devote sufficient share of their business to government contracting and some certified companies specialize in goods and services that the City does not typically purchase. To address these concerns, SBS is working to make sure that certified M/WBEs know about all of the services available to them through NYC Business Solutions to grow their business. These services include business courses, legal review of contracts and leases, accessing financing and incentives, and recruiting and training employees.

Connecting Certified M/WBEs to Opportunities

Throughout the year, SBS hosts invitation-only networking events in collaboration with other City agencies, exclusively for City-certified companies. On May 25, SBS in conjunction with MOCS hosted the Fourth Annual Citywide Procurement Fair, a full-day business conference that includes workshops and networking, which brought together certified Minority and Women-owned Business Enterprise firms and procurement staff from various city agencies. This year's event, held at the Bank of New York Mellon, had a record-breaking turnout with over 580 business owners and 275 purchasing agents from 55 City and State agencies and authorities.

The event featured workshops on a range of topics, including "I've Won a Contract, Now What?" and "Using Social Media to Build Your Brand." M/WBEs also had the opportunity to meet one-on-one with financing specialists from NYC Business Solutions Centers to discuss their financing needs, identify appropriate lenders and begin the loan application process. Firms that attended the first three Citywide Procurement Fairs, designed to increase contracting opportunities for certified firms, were awarded nearly **5,600** City contracts valued at over **\$135** million within 12 months of attending.

Additionally, SBS sends out a quarterly e-newsletter that includes tips on selling to government, information on upcoming training and profiles of successful M/WBE firms and agencies. The newsletter is sent to over 3,000 subscribers including certified firms, agencies and community partners.

Equipping buyers to find certified companies

SBS and MOCS held 15 agency training sessions for nearly 400 procurement staff from 38 different City agencies in FY 2010 at the City's Procurement Training Institute (PTI). The topics included LL129 implementation, strategies to identify the right M/WBEs for contract opportunities, developing M/WBE Subcontracting Utilization Plans and best practices on subcontractor program administration. The sessions also focus on sharing information and tactics across agencies to expand the network of buyers that work together to improve program results.

In addition to facilitating training sessions, SBS' Buyer Services account management team focused their efforts on three areas: identifying and training agency procurement staff that utilize P-cards on how to find certified firms, referring certified companies for Small Purchase solicitations (in response to a policy amendment¹), and assisting prime contractors with finding M/WBE subcontractors. In FY 2010, account managers provided 1,972 referrals to 29 agencies, and referred an additional 788 certified companies to 38 prime contractors.

For agencies with a high volume of contracts with subcontracting goals, account managers provide even greater assistance that includes identifying which contracts require subcontracting goals and providing support in monitoring compliance. Account Managers also work directly with prime contractors at various stages of the award process.

Hold Agencies Accountable

To promote accountability and transparency in the administration of the program, SBS will publish the second annual SBS Citywide Progress Report in December 2010. The report will provide a comprehensive assessment of agency performance and efforts demonstrated throughout Fiscal Year 2010. Initiatives such as the progress

¹ The increase in referrals correlates with a policy change promulgated in the City's Procurement Policy Board (PPB) rules, which enhanced M/WBEs' ability to compete effectively for small purchases by reducing agencies' discretion to rely heavily upon vendors with whom they have had prior business, and increased the number of small purchases that were solicited solely from competitors (M/WBE and non-M/WBE) drawn randomly from City bidder lists.

reports foster an open and clear sharing of information on procurement practices, the enhanced accessibility of contracts to minority and women-owned firms and increased M/WBE participation at all contracting levels in city procurement.

SBS also conducts an annual audit of prime contracts with “target subcontracting percentages.” A compliance audit for FY 2009 is currently underway covering five percent of eligible prime contracts and five percent of eligible subcontracts awarded pursuant to these prime contracts. In the preliminary findings of the FY 2009 audit, it was found that agencies are recording anticipated subcontracting, but not consistently verifying and updating the information once work is begun or complete. As a result of this finding, SBS and MOCS are developing new standardized procedures to ensure that agencies are appropriately monitoring on-going contracts with target subcontracting percentages and developing procedures to evaluate efforts of contractors requesting a contract modification because they may not be able to meet the goals established in an M/WBE Subcontractor Utilization Plan. In November, SBS will begin an audit on a sample of the 319 prime contracts with subcontracting goals awarded in FY 2010.

Qualified Joint Venture Agreements

As illustrated in the table below, during FY 2010, certified M/WBEs participated in four qualified joint venture agreements (JV), in which the percentage of profits to the M/WBE vendor exceeded 25% of the total profit.² The JV contracts were awarded in two industries, professional services and construction services. Of those contracts none were within LL129 goal categories for prime contracting as they exceeded \$1 million. Two of the contracts were subject to federal and state programs, which assigns goals for minority- and or women-owned businesses, and/or for “disadvantaged business enterprise” (DBE) firms. The other two are among the 319 contracts with subcontracting goals.

Prime contracts with qualified joint ventures`					
Industry	Number of Contracts	Ethnicity	Total Dollar Value	Value to M/WBE	%
Professional Services	3	Asian	\$75,076,854	\$24,796,970	33%
Construction Services	1	Asian	\$51,303,066	\$25,651,533	50%

Efforts to Reduce or Eliminate Barriers to Competition

In FY 2010, the Mayor announced two major developments that will further reduce barriers for M/WBEs to gain access to contract opportunities. In October 2009, the City revised its bond form, easing requirements and increasing opportunities for small and minority-owned businesses. With these changes, the U.S. Small Business Administration (SBA) will allow the City’s small and minority owned businesses, including M/WBEs, to participate in the Federal Surety Bond Guarantee Program. The Program provides guarantees to sureties who are then willing to issue bonds to companies that seek to do business with the City. The change opens up contract opportunities for minority and women-owned businesses of up to \$500 million a year. New York City requires companies doing business with the City to obtain performance bonds for all construction projects greater than \$500,000, but smaller contractors often have difficulty securing them. Historically, the SBA’s program has been unavailable to bidders on New York City capital projects because of the terms of the City’s performance bond form. The new bond form will be used for all prime contracts that do not exceed \$5 million, and the City is

² Haks Engineers and Land Surveyors, P.C., an Asian owned firm, was the M/WBE partner in all four qualified joint ventures

encouraging prime contractors on larger projects to permit their subcontractors to use the SBA bond form for qualifying subcontracts. SBA's Surety Bond Guarantee Program gives bonding agents an incentive to provide bonding for eligible contractors, and thereby provides greater access to contracting opportunities.

To promote these changes, on April 1, SBS co-hosted a bonding seminar with the U.S. Small Business Administration called *How to Prepare Your Small Business for Bonding*. Nearly 100 small contractors attended to learn about the increase in the SBA's bond guarantee. In addition to providing on-site bonding technical assistance to attendees the day of the event, we followed up with 24 firms to provide additional information, assessments of their "bond-readiness" and referrals to sureties/underwriters. In FY 2010, SBS directly assisted six companies in obtaining \$5.3 million in bonding.

In November, the City announced that it had reached a deal on a series of historic project labor agreements (PLAs) with the NYC Building and Construction Trades Council (BCTC) and its affiliated locals. These agreements will cover \$5.3 billion in public projects – generating some 32,000 construction jobs over the next four years and will save the City nearly \$300 million. In addition to the projected economic savings to be achieved by the PLAs, the City and the BCTC have also negotiated provisions that are intended to yield significant advancement opportunities for M/WBEs. With extensive input from the M/WBE contracting community, the City and the BCTC have agreed to a fundamental and historic change in the traditional union hiring hall practice for projects covered by the City's PLAs. M/WBE contractors will be empowered to bring more of their own workforce onto projects covered by the PLAs. These unique workforce provisions govern M/WBE contracts and subcontracts ranging up to one million dollars. The City's PLAs allow M/WBE contractors to retain their key employees on the job, enabling them to be more competitive when bidding on City projects.

SBS shared these policy changes with certified M/WBEs and community partners through various forums, including targeted emails to certified construction firms. Both policy changes were also featured in SBS' quarterly M/WBE newsletter and explained during community outreach sessions hosted by MOCS held in all five boroughs in February and March. The bond policy change, along with the new bond forms was also integrated in the 2010 curriculum of *Fundamentals of Construction Management* (a seven-course certificate series create in partnership with CUNY).

SBS also helped reduce market barriers by assisting **16** companies expedite their payment requests from prime contractors and City agencies. To reduce the need for such interventions, SBS educates M/WBEs on how to properly submit payment requisition paperwork and assists firms with their initial submission.

Conclusion

Through the collaborative efforts of SBS, MOCS, the City Council, and community and corporate partners, the City's M/WBE program continues to grow and improve. Since the implementation of LL129, City agencies have collectively awarded more than 24,000 prime contracts and over 2,300 subcontracts to City certified M/WBEs. The total value of these contract awards is nearly \$2 billion.

Over the past four years, together we have built a multi-faceted program that:

- Provides customer service to certified firms, City agencies and prime contractors;
- Assists certified firms with marketing their goods and services to agency buyers and in the larger market place;
- Continuously makes technology improvements to better match the growing pool of M/WBE firms with appropriate agency procurement opportunities;
- Targets M/WBE utilization across various dollar value ranges and procurement methods;

- Is transparent at the agency level, by publishing agency progress reports that detail each agency's performance, efforts to increase M/WBE utilization, and any unique challenges in meeting utilization goals.

Although much remains to be done, working with the City Council, SBS and MOCS are committed to working aggressively to increase our ability to help M/WBE companies win contracts with the City and increase M/WBE utilization.

Appendix: FY2010: Steps that agencies have taken to increase utilization and comply with the requirements of § 6-129 (1)(2)

AGENCY	INITIATIVES
<p>Administration for Children's Services</p>	<ul style="list-style-type: none"> - Targeted M/WBEs on solicitations for micro and small purchases - Procurement staff participated in LL 129 training at Procurement Training Institute - Added M/WBE to agency forms to ensure consistent outreach to vendors - Collaborated with SBS to identify M/WBEs for upcoming procurement opportunities that exceed the small purchase limit - Ensured that agency P- card users reached out to SBS account management team to identify M/WBE vendors - Provided certification applications to eligible vendors already doing business with ACS - Participated in 'Calling All Consultants,' an event hosted by SBS meant to encourage consultants already doing business with the agency to get certified - Performed audit of FY09 small and micro purchases to assess areas for increased M/WBE utilization - Promoted M/WBE program and agency accomplishments on interagency electronic bulletin - Conducted certification outreach through mailings to ACS vendors - Participated in the Citywide Procurement Fair and Asian Women In Business networking event - Monitored prime contractor compliance on contracts with M/WBE goals and utilization plans - Participated in workshops about City procurement policies, i.e. "I'm Certified, Now What"
<p>Department for the Aging</p>	<ul style="list-style-type: none"> - Increased solicitation of M/WBEs for small purchases - Disseminated M/WBE program information to all agency unit directors and executive staff - Held meeting with DFTA senior staff to encourage contracting with MWBE vendors - Procurement staff participated in LL 129 training at Procurement Training Institute - Maintained quarterly reviews of M/WBE Utilization on prime contracts with goals - Maintained tracking system of current and new contractors to identify firms eligible for certification - Encouraged contractors to create joint ventures with certified M/WBEs - Participated in Citywide Procurement Fair
<p>Department of Buildings</p>	<ul style="list-style-type: none"> - Targeted M/WBEs on solicitations for micro and small purchases - Procurement staff participated in LL 129 training at Procurement Training Institute - Included information on LL129 in all solicitations - Provided certification applications to eligible vendors already doing business with DOB - Participated in the Citywide Procurement Fair - Distributed information about DOB procurement opportunities to vendors

<p>Department of Citywide Administrative Services</p>	<ul style="list-style-type: none"> - Created a new section on DCAS website devoted to providing information on the M/WBE program that includes information on upcoming contract opportunities, recent awards, and bid tabulations and identifies the contracts which have M/WBE subcontractor utilization goals - Maintained usage of forms that track M/WBE micro purchases, achieved 50% utilization of M/WBEs - Reported on micro and small purchases by division to Executive office to promote accountability - Procurement staff participated in LL 129 training at Procurement Training Institute - Provided training to agency program staff on monitoring requirements for LL129 and subcontracts - Co- instructed two PTI sessions focused on best practices for M/WBE Utilization on micro and small purchases and subcontracts - Increased the number of M/WBEs solicited for small purchases - Referred several companies to SBS for certification - Advertised solicitations in minority publications - Held pre- bid meetings for contracts with M/WBE Subcontractor Utilization goals - Trained prime contractors on LL129 program and how to fill out subcontracting forms (i.e. Schedule B) - Conducted pre- award meetings with all prime vendors that had contracts with subcontracting goals - Referred prime contractors to SBS for assistance in locating M/WBE subcontractors. - Worked closely with potential M/WBE subcontractors to assist with any issues preventing them from being approved to work on DCAS projects - Participated in events with targeted outreach to M/WBEs, including the Citywide Procurement Fair, NY Women's Chamber of Commerce, Roundtable for Construction Companies, Regional Alliance for Small Contractors Clearinghouse, NYPA 20th Annual Purchasing Exchange, Annual Queens Business & Procurement Expo, Asian Women in Business Annual Conference - Participated in workshops to inform M/WBEs about City procurement policies
<p>Department of Correction</p>	<ul style="list-style-type: none"> - Targeted M/WBEs on solicitations for micro and small purchases - Procurement staff participated in LL129 training at Procurement Training Institute - Procurement office conducted agency staff training on M/WBE initiatives - Promoted M/WBE program certification at pre- bid and pre- proposal conference - Provided certification applications to eligible vendors already doing business with Corrections - Participated in networking events to promote agency procurement opportunities to M/WBEs, including the Citywide Procurement Fair - Discussed M/WBE requirement at all contract "kick- off" post- registration meetings - Reached out to M/WBEs solicited on micro and small purchases that were non- responsive - Participated in workshops to inform M/WBEs about City procurement policies
<p>Department of Design and Construction</p>	<ul style="list-style-type: none"> - Targeted M/WBEs on solicitations for micro and small purchases - Procurement staff participated in LL129 training at Procurement Training Institute - Procurement office conducted agency staff training on M/WBE initiatives - Encouraged vendors already doing business with the agency to certify - Provided link to M/WBE program information located on SBS website on agency website - Posted M/WBE goals for specific projects on website - Participated in workshop to inform M/WBEs about City procurement policies - Participated in networking events to promote agency procurement opportunities to M/WBEs, including the Citywide Procurement Fair (facilitated workshop), Regional Alliance's Contractor Networking event, Professional Women in Construction, NY Women's Chamber of Commerce - Roundtable for Construction Companies, Annual Queens Business Procurement Expo, Asian Women in Business Annual conference - Posted preliminary pre- bid results and plan holders list to agency website - Monitored contractor compliance on contracts with M/WBE goals

<p>Department of Environmental Protection</p>	<ul style="list-style-type: none"> - Procurement office held bi- monthly M/WBE utilization compliance reviews - Conducted ongoing meetings with field reps and buyers to discuss program issues and aid implementation - Held Prevailing Wage meetings with Resident Engineers that included info on M/WBE program info - Reached out to M/WBEs that were not previously solicited on micro and small purchases - Discussed LL129 and program goals at pre- bid and pre- award meetings - Increased solicitation of M/WBEs for micro purchases (increased utilization from 9% to 19%) - Increased solicitation of M/WBEs for small purchases - Encouraged prime and sub vendors already doing business with the agency to certify - Discussed the M/WBE requirements at pre- bid meetings and offered help on LL129 program implementation - Participated in events with targeted outreach to M/WBEs, including the Citywide Procurement Fair, NY Women's Chamber of Commerce 'Roundtable for Construction Companies,' Regional Alliance for Small Contractors Clearinghouse, NYPA 20th Annual Purchasing Exchange, Annual Queens Business & Procurement Expo, Asian Women in Business Annual Conference - Participated in workshops to inform M/WBEs about City procurement policies - Encouraged M/WBEs to compete on DEP project opportunities - Reached out to M/WBEs to discuss small and micro sellers engaging in one- on- one meetings with certified firms wanting to do business with the agency - Estimated over \$100 million in subcontracts were awarded to certified firms through New York State M/WBE program requirements
<p>Department of Finance</p>	<ul style="list-style-type: none"> - Increased number of M/WBES solicited on small purchases to 15 and target on micro purchases - Encouraged certification by including M/WBE applications in all IFB and RFP books - Participated in events with targeted outreach to M/WBEs, including the Citywide Procurement Fair - Encouraged prime contractors to search for and hire M/WBE subcontractors - Discussed agency M/WBE sub contracting goals in all pre- bid or pre- proposal conferences - Trained agency contracting officers and buyers in LL129 requirements and forms - Helped M/WBEs with certification applications - Discussed the goals and legislation requirements with our internal customers - Distributed materials, forms, memos regarding MWBE compliance to contract staff - Referred M/WBE firms directly to the DOF units that utilize their services - Participated in M/WBE workshops to inform M/WBE about City procurement policies
<p>Department of Health and Mental Hygiene</p>	<ul style="list-style-type: none"> - Provided certification applications to eligible vendors already doing business with Health - Reached out to small vendors potentially eligible for certification - Participated in events with targeted outreach to M/WBEs, including the Citywide Procurement Fair and Calling All Consultants, a workshop to encourage consultants working with the agency to get certified - Trained Executive Staff in an effort to gain support from the highest level of the agency - Staff attended Procurement Training Institute sessions sponsored by SBS and MOCS - Provided on- going training session on LL129 Implementation and how to use the Online Directory for procurement staff - Began a new training outreach in coordination with SBS to inform P- card users about the program and how to find M/WBE firms - Worked with SBS to generate a lists of certified M/WBEs capable of bidding on various prime and sub contracts - Met with M/WBEs to determine available products/services to target for increased utilization - Worked with SBS to implement as many best practice recommendations with agency processes as practical - Implemented compliance reporting for prime contracts with subcontract goals - ACCO presented agency goals and accomplishments to Commissioner / Executive staff - Increased solicitation of M/WBEs for small and micro purchases - Required procurement staff to access M/WBE firms for all purchases under \$5,000.00 including the use of the P- Card (top agency in M/WBE utilization on the P- card) - Participated in workshops to inform M/WBEs about City procurement policies, including 2 sessions of "I'm Certified, Now What"

<p>Department of Homeless Services</p>	<ul style="list-style-type: none"> - Encouraged vendors already doing business with the agency to certify- - Encouraged certification by distributing M/WBE information to vendors in Bid pick- up room - Assisted prime contractors in identifying certified M/WBEs - Trained prime contractors in M/WBE program requirements and offered assistance on LL129 program at Pre- Bid Conferences - CSB Contract Officers conducted a detail review of M/WBE requirements at applicable Pre- Bid Conferences. - Referred vendors to SBS for training. - Reviewed M/WBE subcontracting requirements and goals at pre- bid conferences - Participated in events with targeted outreach to M/WBEs, including Annual Citywide Procurement Fair (sent over 15 buyers) - Distribute attendance log at CSB Pre Bid Conferences to facilitate communication between primes and sub contractors - Increased solicitation of M/WBEs for micro and small purchases - Purchasing staff are required to access M/WBE firms for all purchases under \$5,000.00 including the use of the P- Card (top agency in M/WBE utilization on the P- card) - Continued monitoring of program implementation within the agency by M/WBE Task Force, headed by the Deputy Commissioner of the Office of Community Partnerships/M/WBE officer, Assistant Commissioner and agency ACCO, Deputy Counsel of Legal Affairs and staff to implement internal initiatives, monitor agency performance and detail procedural compliance with LL129 - Held a series of internal meetings with program and procurement staff to explain LL129 and its procedural impacts - Held an agency- wide procurement to go over small purchase procedures (smaller sessions throughout year) - Incorporated an extensive review of Utilization Plans at all applicable Pre- Bid and Pre- Proposal Conferences
<p>Department of Information Technology and Telecommunications</p>	<ul style="list-style-type: none"> - Encouraged firms already doing business with the agency to get certified - Encouraged State certified M/WBE vendors (from OGS) to become certified with SBS - Utilized the SBS Online Directory to create mailing lists for bids and proposals - Advertised in minority focused publications - Participated in events with targeted outreach to M/WBEs, including the Citywide Procurement Fair (workshop panel member and staff participated at the networking tables), Asian Women in Business annual conference, NYS M/WBE networking event - Attended Procurement Training Institute sessions sponsored by SBS and MOCS - Increased solicitation of M/WBEs for micro and small purchases - Sent SBS procurement opportunities for distribution to M/WBE firms - Notified SBS of M/WBE bidders whose prices were double the winning bid for them to provide technical assistance - Hosted joint NYS/NYC M/WBE Jump Start Event – DoITT collaborated with the NYS Office for Technology and the Empire State Development Division of M/WBE Development, SBS and MOCS to host a network event for M/WBE technology companies and leading technology companies designed to provide the opportunity to broaden their vendor base and partnering. Over 40 major technology companies participated, setting up tables with representatives and informational materials. The event gave M/WBE technology firms the opportunity to network with leading information technology companies.
<p>Department of Investigation</p>	<ul style="list-style-type: none"> - Encouraged firms already doing business with the agency to get certified - Participated in events with targeted outreach to M/WBEs, including the Citywide Procurement Fair - Staff attended Procurement Training Institute sessions sponsored by SBS and MOCS - Increased solicitation of M/WBEs for small and micro purchases - Instituted compliance reporting on contracts with M/WBE goals - Performed monthly internal review of small and micro purchases to assure that the agency is on track to meet the goals

<p>Department of Juvenile Justice</p>	<ul style="list-style-type: none"> - Contacted small vendors potentially eligible for certification - Staff attended Procurement Training Institute sessions sponsored by SBS and MOCS - Performed monthly internal review of small and micro purchases to ensure maximum participation by M/WBE firms - Participated in events with targeted outreach to M/WBEs, including the Citywide Procurement Fair - Increased solicitation of M/WBEs for small purchases - Bid 100% of eligible micro purchases to M/WBEs - Designate dedicated staff to M/WBE program, including an M/WBE Officer that reports directly to the agency head.
<p>Department of Parks and Recreation</p>	<ul style="list-style-type: none"> - Made certification applications available in the area where vendors pick up bid- documents - Reached out to small vendors potentially eligible for certification - Participated in events with targeted outreach to M/WBEs, including Citywide Procurement Fair (send over 20 buyers), Annual AIA conference Society of Marketing Profession Services Principal's Breakfast, Calling All Consultants, a workshop to encourage consultants working with the agency to get certified - Participated in workshops to inform M/WBEs about City procurement policies, including 2 sessions of "I'm Certified, Now What" - Conducted extensive outreach to encourage M./WBE firms to submit proposals for the Design Excellence Contracts for Architectural and Landscape Architectural Design work - Increased solicitation of M/WBE firms for Micro purchases (utilization increased from 9% to 19%) - Increased solicitation of M/WBE firms for Small purchases - Worked with SBS to identify potential subcontractors and sub- consultants for referral to agency prime bidders/proposers - Conducted quarterly meetings with procurement staff to monitor M/WBE utilization - Developed enhanced measures for encouraging and monitoring prime contractor compliance with M/WBE Subcontractor Utilization Plans - Trained staff regularly on M/WBE program, compliance requirements, and utilization - Developed new forms and procedures for tracking M/WBE participation and payments
<p>Department of Probation</p>	<ul style="list-style-type: none"> - Increased solicitation of M/WBEs for small purchases - Encouraged vendors already doing business with the agency to certify - Encouraged certification by distributing M/WBE program brochures and reaching out to vendors - Displayed and distributed SBS pamphlets that explain how MWBE vendors can get certified - Continued use of tracking system to monitor M/WBE utilization for small purchases - Increased monitoring of outreach for micro & small purchases to ensure optimal outreach - Increased solicitation of M/WBEs for small purchases - Screened all micro purchases for M/WBE utilization - Whenever a non- MWBE vendor is selected, staff is required to illustrate that MWBE vendors were solicited. If not, approval for that procurement is denied and staff will either provide evidence to confirm MWBE were solicited or re- solicit vendors - Solicited quotes from MWBE contractors listed on OGS and GSA contracts whenever the items requested by the Program are available on the contract - Staff attended Procurement Training Institute sessions sponsored by SBS and MOCS - Held semi- annual meetings with Bureau Contracting Officers to ensure they have the latest list of qualified M/WBE vendors - Include language in RFP's and solicitations on how MWBE vendors can get certified - Participated in workshops to inform M/WBEs about City procurement policies, including 1 session of "I'm Certified, Now What"

Department of Sanitation

- Transported interested M/WBE sub- contractors to Pre- bid meetings for Marine Transfer Station contracts to network with prime bidders
- Distributed list provided by SBS of capable M/WBE subcontractors in the trades identified to be subcontracted by primes on the Marine Transfer projects, each project has an estimated PSR amount of \$150M - 200M
- Mailed certified M/WBEs an invitation to bid on all CSBs & RFPs over \$1 million
- Shared DSNY collected vendor information with other city agencies, specifically DEP and DCAS
- Advertised competitive sealed bid contracts and RFP's in minority publications, including Minority Commerce Weekly
- Contacted winning bidders to encourage them to certify and/or work with certified suppliers and subcontractors
- Required that all small and micro purchases go through a procedural checklist to be submitted to the ACCO office for tracking
- Followed up on contacts from networking events by forwarding their information to buyers across the agency
- Participated in events with targeted outreach to M/WBEs, including the Citywide Procurement Fair (participated on the Planning Committee, panel member and instructor for one workshop, and sent 11 buyers for the networking session), 'Professional Women in Construction, Forum hosted by the Hispanic Chamber of Commerce, US Dept. of Commerce Minority Business Development forum, IT M/WBE Jumpstart Event, Asian Women in 'Business Procurement Conference, Annual Queens Business & Procurement Expo, City Field Bluebook construction event, American Express OPEN "Government Contracting Procurement & Networking Event", DDC's Contractor Opportunity Day
- Hosted a targeted M/WBE networking event for M/WBE Goods and Services firms in conjunction with Minority Business Development Agency (MBDA)
- Participated in workshops to inform M/WBEs about City procurement policies, including 2 sessions of "I'm Certified, Now What", PLA Discussion hosted by the Carpenter's Union and MOCS, and a PTAC presentation by LaGuardia Community College's PTAC center
- Continued meeting with M/WBE firms that were contacted via e- mail to invite them to meet the ACCO's office 1 on 1 or at various outreach seminars
- Encouraged bid follow- up meetings whenever a solicitation received "no bids" from M/WBE vendors to ascertain the reason(s) for no bid, and encourage losing vendors to find out the winning bid
- Documented M/WBE "success stories" for SBS
- Followed up on non- responsive M/WBEs by forwarding findings to SBS
- Informed SBS of situations where an M/WBE who wins a contract fails to deliver
- Staff attended Procurement Training Institute sessions sponsored by SBS and MOCS and annual internal session sponsored by ACCO office
- Increased solicitation of M/WBEs for small and micro purchases
- Provide training to bureau contracting staff semi- annually

<p>Department of Transportation</p>	<ul style="list-style-type: none"> - Assigned additional staff to administer the M/WBE program , i.e. a Deputy ACCO to oversee contract compliance issues, including the M/WBE program - Hired 3 new staff members; an Associate Investigator, a prevailing wage Investigator, and a temporary employee who will assist with monitoring contracts that have M/WBE goals, attend BID Openings, and participate in Cost Negotiation Meetings - Participated in Asian Women in Business Annual Conference, Citywide Procurement Fair, DDC's Contractor Opportunity Fair, Professional Women in Construction, and project- specific events with DBE goals - Developed new forms specifically for tracking M/WBE participation and payments - Participated in workshops about City procurement policies, e.g. "I'm Certified, Now What" - Discussed M/WBE program and requirements at Pre- bid meetings - Encouraged small purchase buyers to reach out to SBS to identify M/WBE vendors - Encouraged DBE vendors to certify with the City as M/WBEs and vice versa - Encouraged firms already doing business with the agency to certify with SBS resulting in ten (10) referrals in FY10 - Advertised solicitations in minority publications the Amsterdam News, Minority Commerce Weekly, and El Diario as well as in the City Record - Distributes the Vendor's Guide for DOT at events and agency locations - Held meetings with certified firms wishing to do business with the agency - Awarded over \$60 million dollars in subcontracts required on Federally funded projects with DBE goals to firms that are also certified with the City as M/WBEs - Procurement staff participated in LL 129 training at Procurement Training Institute - Conducted M/WBE Training for over more than 70 agency P- card holders - Increased solicitation of M/WBEs for micro and small purchases - Encouraged M/WBE vendors to enroll in the P- Card program by explaining program benefits
<p>Department of Youth and Community Development</p>	<ul style="list-style-type: none"> - Encouraged certification by distributing M/WBE program brochures to vendors - Participated in Calling All Consultants, an event hosted by SBS meant to encourage consultants already doing business with the agency to get certified - Participated in the Citywide Procurement Fair - Increased solicitation of M/WBEs for small and micro purchases - Met with M/WBE Vendors one- on- one - Offered unsuccessful bidders/proposers debriefings - Procurement staff participated in LL 129 training at Procurement Training Institute - Encouraged contractors to create joint ventures with certified M/WBEs - Encouraged inquirers seeking contract opportunities and vendors already doing business with the agency to register with SBS and directed them to the MWBE website - Encouraged the IT Department for more MWBE solicitation on all State contracts for software/hardware Procurement
<p>Financial Information Services Agency</p>	<ul style="list-style-type: none"> - Encouraged certification for vendors already doing business with FISA - Contacted SBS when conducting solicitations to request additional M/WBEs for inclusion - Participated in the Citywide Procurement Fair and the IT M/WBE Jumpstart Event - Increased solicitation of M/WBEs for small and micro purchases - Encouraged NYS/OGS and GSA vendors responding to intergovernmental bids to become certified NYC MWBE vendors - Added language to all solicitations encouraging M/WBE vendors to participate, not just on those subject to goals - Procurement staff participated in LL 129 training at Procurement Training Institute - Created distribution lists composed of all M/WBE vendors for frequently used products and services to survey and include relevant M/WBE vendors in a list used in 5+5 Vendor Source bidder lists for new solicitations - Created a staff manual 'Online Directory Navigation' to find M/WBE vendors for frequently purchased products and services - Discussed MWBE requirements and participation in procurement discussions with agency executives - Offered unsuccessful bidders/proposers debriefings

<p>Fire Department</p>	<ul style="list-style-type: none"> - Sent letters to M/WBE organizations encouraging links to FDNY website (e.g. SOBRO, PWC, AMENY, NYSCAM, and WBC) - Promoted subcontracting opportunities to potential contractors and sub contractors at pre- bid conferences and in bid documents - Created and distributed the Vendor's Guide for FDNY at events and agency locations - Participated in the Citywide Procurement Fair, Asian Women in Business conference, US Department of Commerce's MBDA business to buyer linkage forum - Procurement staff participated in LL 129 training at Procurement Training Institute - Increased solicitations of M/WBEs for small and micro purchases - Uses the Online Directory of certified firms to conduct outreach to M/WBEs - Advertised solicitations in minority- targeted publications - Added a link to FDNY website to SBS M/WBE website (1,092 vendors downloaded documents in FY10) - Included language encouraging M/WBEs to bid on all CSBs and RFPs in addition to required language on solicitations with subcontracting goals - Provides information on its website concerning eligibility for certification and links to the SBS website - Reduced the size and scope of contracts via a geographical split to make them more accessible - Conducts regular meetings with all procurement staff members to enhance M/WBE utilization - Monitored 100% of contracts with M/WBE Subcontractor Utilization Plans to ensure compliance
<p>Housing Preservation and Development</p>	<ul style="list-style-type: none"> - Encouraged vendors already doing business with the agency to register with SBS and directed them to the MWBE website, especially those pre- qualified with the Division of Maintenance - Advertised bid notices in Minority Commerce Weekly for solicitations up to \$1M - Contacted certified firms to inform them about subcontracting opportunities via phone and e- mail - Participated in workshops to inform M/WBEs about City procurement policies - Hosted workshops for certified firms every other month, i.e. Lead Law 101 Certification, Safe Work Practices and Upcoming HPD Opportunities - Promoted HPD's contractor training program at area CUNY colleges to M/WBE and LBE firms - Increased solicitation of M/WBEs for micro and small purchases - Created a list of all City- certified M/WBEs that are on the OGS IT Services 'backdrop' contract for use in the IT division when soliciting for services - Participated in the US Dept. of Commerce MBDA Procurement Matchmaker, Regional Alliance of New York's Contractor Networking event, Citywide Procurement Fair - Reached out to Small Business Development Centers at CUNY colleges to promote the two Contractor Training Programs held at Medgar Evers College in Brooklyn - Met with bidders on the HPD Demolition panel to explain LL129 and M/WBE participation and invited SBS to pitch certification for potentially eligible firms - Created MWBE section "Opportunities for Small, Local, Minority and Women Owned Firms" on agency website
<p>Human Resources Administration</p>	<ul style="list-style-type: none"> - Advertised all formal solicitations in Minority Commerce Weekly - Encouraged vendors already doing business with the agency to register with SBS - Distributed SBS M/WBE certification applications at pre- bid conferences - Participated in the Annual Citywide Procurement Fair and the National Minority Supplier Development Council's conference - Participated in workshops to inform M/WBEs about City procurement policies, e.g. "I'm Certified, Now What" - Increased solicitation of M/WBEs for micro and small purchases : the MIS unit continues to make efforts to solicit M/WBEs for micro, small purchases, and intergovernmental contracts - Contacted SBS when conducting solicitations to request additional M/WBEs to include - Required employees, through a Corporation Counsel directive, to solicit M/WBEs for most contracts, and to inform ACCO of results when seeking approval for procurement - Created a list of resources including M/WBE directories from other jurisdictions and professional organizations - Procurement staff participated in LL 129 training at Procurement Training Institute

<p>Law Department</p>	<ul style="list-style-type: none"> - Contacted bar associations (including minority and women's bar associations, and medical professional organizations) to identify firms for certification and advise them of contracting opportunities - Added M/WBE program information to agency website - Participated in the Citywide Procurement Fair, the Hispanic Bar Association's networking event, and New York State Federation of Hispanic Chambers of Commerce event - Hosted Reception for M/WBE law firms which included opportunities for networking with representatives of the Law Dept, Comptroller's Office, City Council, NYCHA, Transit Authority, SBS, and MOCS - Procurement staff participated in LL 129 training at Procurement Training Institute - Participated in workshops to inform M/WBEs about City procurement policies, i.e. "I'm Certified, Now What" - Adds an MWBE firm's information to the appropriate department bidders list whenever an owner contacts the Law Dept to introduce his/her firm - Sends notice of bid opportunities for procurements over \$100K to all relevant MWBEs who have asked to be on the bidders list - Corporation Counsel, ACCO and MWBE Officer met with a member of NAMWOLF's board of directors and its Managing Director to discuss opportunities for minority and women owned law firms - ACCO has undertaken project to identify expert witnesses retained by Law Department who may be eligible for MWBE certification, and to encourage them to become certified
<p>NYC Economic Development Corporation</p>	<ul style="list-style-type: none"> - Encouraged certification with vendors already doing business with the agency - Contacted SBS when conducting solicitations to request additional M/WBEs to include - Co- hosted and/or participated in workshops to inform M/WBEs about City procurement policies, e.g. "Proposal Writing for IT and Media firms" and "Public Procurement Opportunities for IT and Media Firms" at the 4th Annual Citywide Procurement Fair - Participated in the Citywide Procurement Fair (served on the Planning Committee, hosted one workshop, sent buyers for the networking session, and provided funding), NY Women's Chamber of Commerce 'Roundtable for Construction Companies,' Regional Alliance for Small Contractors Clearinghouse, NYPA 20th Annual Purchasing Exchange, Annual Queens Business & Procurement Expo, Asian Women in Business Annual Conference, City Field Bluebook construction event, and DDC's Contractor Opportunity Day - Completed email blasts throughout the year to ask certified M/WBEs to join the NYCEDC's Vendors List - Hosted special meetings, in support of upcoming NYCEDC projects, to inform M/WBE vendors about potential opportunities - Posted all projects and details, including the M/WBE goals, on the NYCEDC website - Posted and/or included M/WBE vendor information with bid/project on web documents - Discussed and provided information about LL129 and the MWBE program at pre- bid/pre-proposal meetings - Started and maintained M/WBE Task Forces to engage M/WBE community in major projects initiated by NYCEDC, i.e. Willets Point - Offered unsuccessful bidders/proposers debriefings - Met with M/WBE firms one- on- one - Added language to all solicitations encouraging M/WBE vendors to participate, whether or not they are subject to goals - Procurement staff participated in LL 129 training at Procurement Training Institute - Provided monthly LL129 training to NYCEDC staff
<p>Office of Emergency Management</p>	<ul style="list-style-type: none"> - Participated in the Citywide Procurement Fair - Increased solicitation of M/WBEs for micro and small purchases - Procurement staff participated in LL 129 training at Procurement Training Institute
<p>Office of Management and Budget</p>	<ul style="list-style-type: none"> - Encouraged M/WBE certification - Participated in the Citywide Procurement Fair - Increased solicitation of M/WBEs for small and micro purchases - Procurement staff participated in LL 129 training at Procurement Training Institute

<p>Police Department</p>	<ul style="list-style-type: none"> - Increased solicitation of M/WBEs for small and micro purchases - Coordinated with SBS to expand the pool of M/WBEs bidding/winning small purchases - Continued monitoring of micro and small purchases, bidding and awards to certified firms - Encouraged vendors already doing business with the agency to register with SBS - Provided informational material and applications to non- certified M/WBEs - Advertised in Minority Commerce Weekly; discussing advertising possibilities with El Diario (Spanish) and Epoch Times (Chinese) - Participated in the Citywide Procurement Fair (workshop panel member and networking tables), Asian Women in Business annual conference - Participated in workshops to inform M/WBEs about City procurement policies, e.g. "I'm Certified, Now What" and the IT workshop at the Citywide Procurement Fair - Worked with M/WBEs that requested assistance with the procurement process, including one- on-one sessions - Offered unsuccessful bidders/proposers debriefings - Trained prime contractors about the program and instructed them on subcontracting goals at all pre- bid and pre- proposal conferences - Distributes the Vendor's Guide for NYPD at events and agency locations - Established an NYPD Vendor Assessment Committee to help direct interested vendors to liaisons for contract opportunities for the goods/services they provide - Procurement staff participated in LL 129 training at Procurement Training Institute
<p>Small Business Services</p>	<ul style="list-style-type: none"> - Encouraged vendors already doing business with the agency to certify, including inviting SBS staff to attend vendor meetings to provide certification applications and instructions - Procurement staff notified vendors of expiration of M/WBE status and encouraged recertification - Worked with Vanguard, a city requirements contractor, to identify M/WBEs for subcontracting opportunities - Participated in the Citywide Procurement Fair, The Competitive Edge Conference, and 'Calling All Consultants', an event hosted by SBS meant to encourage consultants already doing business with the agency to get certified - Participated in workshops to inform M/WBEs about City procurement policies, e.g. "I'm Certified, Now What" - Met with M/WBEs to inform them of procurement policies - Offered unsuccessful bidders/proposers debriefings - Procurement staff participated in LL 129 training at Procurement Training Institute - Increased solicitation of M/WBEs for small purchases by adding at least 5 additional M/WBEs - Informed SBS of vendors who had incorrect/invalid contact information in Vendor Source and could not be contacted to receive notice of request for bid - Increased transparency of procurement practices and accessibility of contract opportunities by posting solicitations on agency website - Disallowed the addition of "suggested" vendors to Small Purchase solicitations, other than certified firms, in January 2009 to encourage increased competition from M/WBEs on small purchases